

An outstanding experience  
for every patient

# Annual General Meeting

25 September 2017

# Nick Marsden

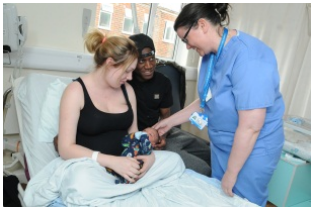
## Chairman

# Agenda

- |   |   |
|---|---|
| 1. Introduction and Welcome                     | Dr Nick Marsden, Chairman   |
| 2. Annual Report 2016/17                        | Cara Charles-Barks,<br>Chief Executive                                      |
| 3. Annual Accounts and Audit<br>Opinion 2016/17 | Lisa Thomas, Director of Finance  |
| 4. Right Care @ Right Place<br>Clinical Context | Andy Hyett, Chief Operating Officer<br>Dr Stuart Henderson, Acute Physician |
| 5. Council of Governors – report to<br>members  | Sir Raymond Jack, Lead Governor   |
| 6. Questions and Answers                        | Dr Nick Marsden, Chairman   |

## Cara Charles-Barks Chief Executive

# District General Hospital Services



Maternity

Diagnostics



Emergency Department



Children's Services

- Local area
- Regional area
- Spinal special area



Facilities



Orthopaedics

Medicine



Surgery

# Regional Specialist Services



Cleft Lip & Palate



Laser Centre



Wessex Rehabilitation

- Local area
- Regional area
- Spinal special area



Genetics



Burns



Plastic Surgery



# Supra-Regional Spinal Services



- Local area
- Regional area
- Spinal special area



# Trust Performance 2016/17

We have **470** acute and general beds



During the year we handled **160,464** outpatient appointments



We treated **5,328** elective in-patients



We treated **29,583** non-elective



We carried out **21,560** elective day case procedures



Our Emergency Department dealt with **50,087** cases,



Our income in 2016/17 was **£222.475 million**



We ended the year with a surplus of **£4.5 million**



In total we have over **700** Volunteers who give up to 1,900 hours of work a week



We carried out **184,700** Diagnostic scans – including CT, MRI and X-Ray



In total we have **4,255** staff in post as at the end of March 2017



**2,300** babies were born here



Professional

Responsive

Friendly

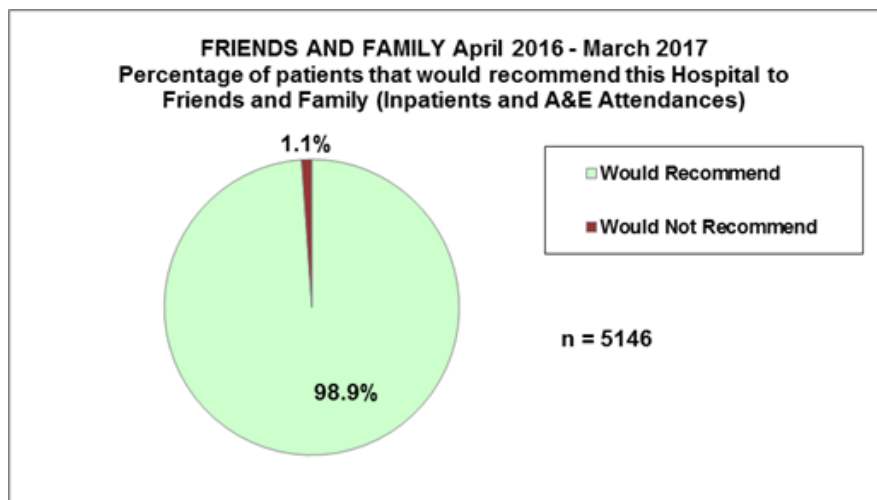


# Trust Performance 2016/2017

4 hour wait in A&E	90.8% (target 95%)
18 week incomplete	91.4% (target 92%)
MRI scan 6 week wait	96% (target 100%)
CT scan 6 week wait	100% (target 100%)
Cancelled ops c.	1.18% to update
Cancer 2 week wait	93.5% (target 93%)
62 day wait for treatment	85.7% (85%)
C. Difficile (Hospital Acquired)	13 (No more than 19)
MRSA Bacteraemia	0 (0)

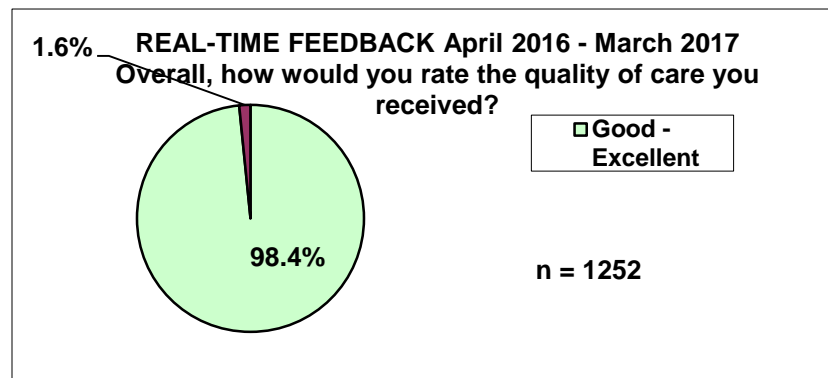
# What Our Patients Say

## Recommend Hospital

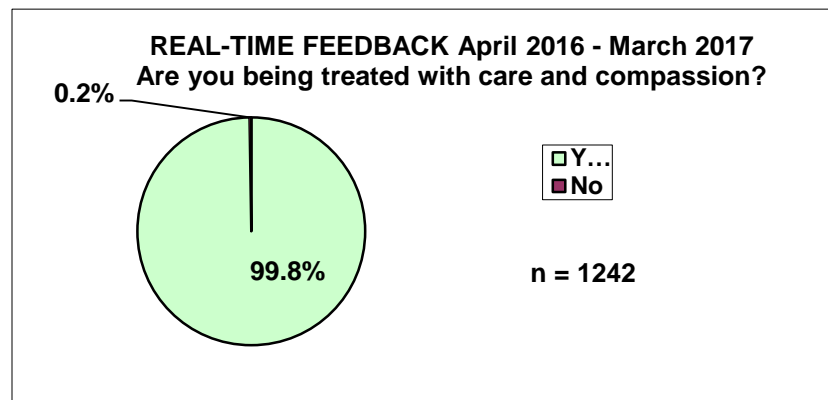


305 Complaints

## Quality of Care

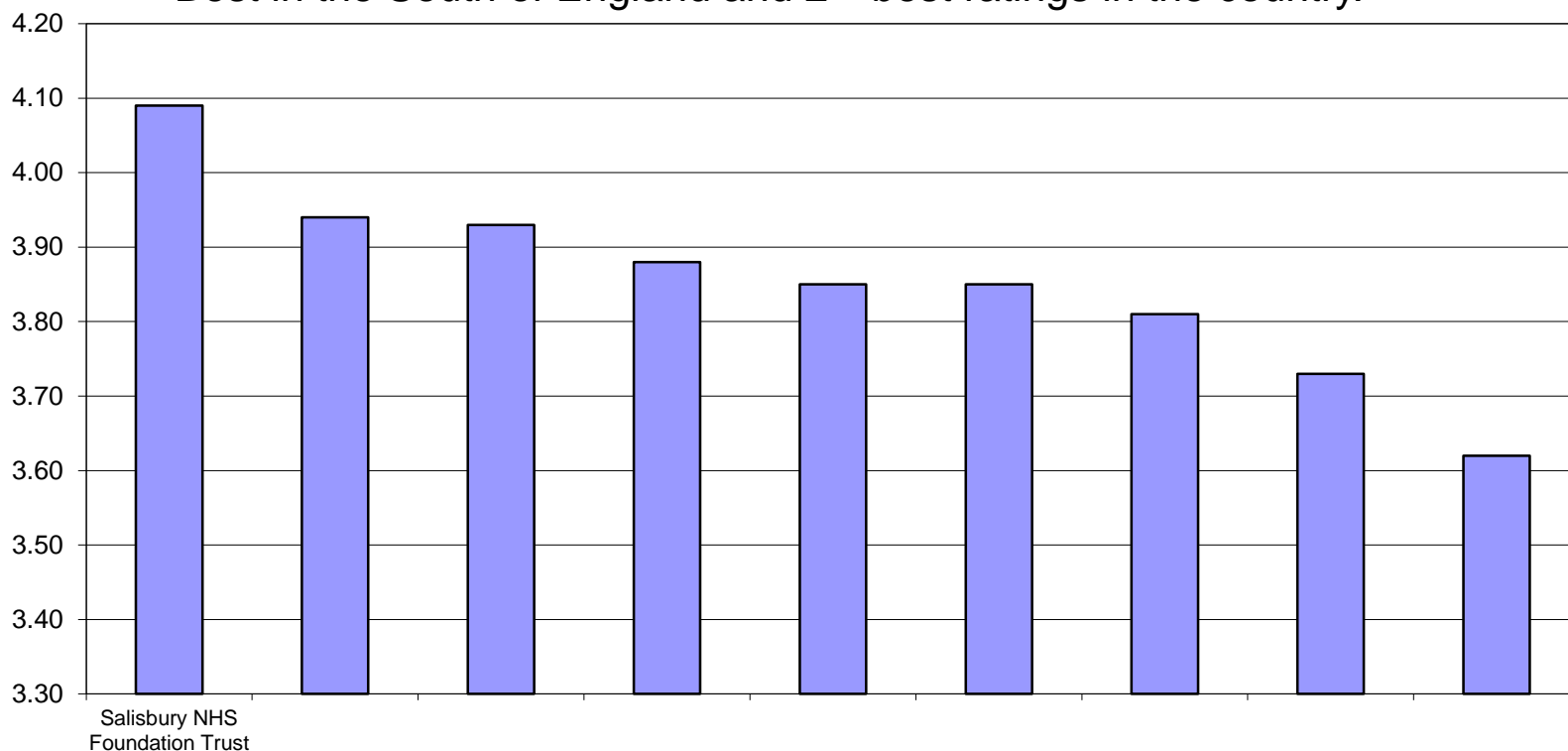


## Care and Compassion



# What Our Staff Say

Staff recommendation of the Trust as a place to work or receive treatment  
Best in the South of England and 2<sup>nd</sup> best ratings in the country.



# Achievements: Trust



Breast Unit



PEAT scores



SDH Team in major  
national research



Unicef Award for Maternity



Engage Queen's Award



My Trusty



# Achievements: Individual

## Pride in Practice



Anna Woodman



Britford ward



Emma Ward



Spinal nurse



Research administrator



# Contribution of Patients, Public, Volunteers and Governors

## **Patients and Public Involvement:**

- Patients Involved in over 30 projects – using patient stories, focus groups and Real Time Feedback

## **Volunteers:**

- Over 700 volunteers give over 1,900 hours a week of extra support, helping on wards and departments, acting as guides and supporting one off projects
- Other volunteers: cover all types of work and includes, Stars Appeal, ArtCare, League of Friends, Horatio's Garden, Engage and Pets as Therapy

## **Governors:**

- 27 Governors (Public, Staff and Nominated) representing over 17,200 members
- Link with membership, statutory duties, support services and sample patient experience

# Our Focus for 2016/17

## **Challenges:**

- Workforce – recruitment of skilled groups
- Financial challenges
- Developing services so that we can work more closely with our community partners

## **Areas for improvement:**

- Continue to reduce falls resulting in fracture or serious harm
- When our patients die – what can we learn?
- Patient flow through our hospital

# Lisa Thomas

## Director of Finance

# At a glance

- ✓ Met our planned control total 
- ✓ Received £7.8m from the sustainability and Transformation Fund including a bonus.
- ✓ Delivered £8m savings
- ✓ Spent £12.7m on capital on buildings, equipment and digital programmes. 
- ✓ Unqualified audit opinion

<b>Group Income and Expenditure Account</b>		
	<b>2016-17 £000</b>	<b>2015-16 £000</b>
Income:		
From clinical activities	189,215	181,554
Other operating income	33,260	23,366
<b>Total Operating Income</b>	<b>222,475</b>	<b>204,920</b>
Operating Expenses	(212,435)	(206,067)
<b>Operating Surplus/(Deficit)</b>	<b>10,040</b>	<b>(1,147)</b>
Finance income	188	229
Public Dividend Capital payable	(3,714)	(3,650)
Other finance costs	(1,974)	(1,949)
<b>Retained surplus /(Deficit) for the year</b>	<b>4,540</b>	<b>(6,517)</b>
Revaluation gains (+) /losses (-) on assets	1,309	(1,111)
Fair value gains (+)/ losses (+) on investments	761	(205)
<b>Total surplus/(Deficit)</b>	<b>6,610</b>	<b>(7,833)</b>
<b>Retained surplus /(Deficit) for the year for SFT only</b>	<b>4,540</b>	<b>(6,313)</b>



We spent **£131m** on pay last year

including...

**£36.5m**

doctors



**£38.1m**

Nurses & Midwives



**£35.6**

Clinical Support staff



**£14m**

admin & Clerical



We spent **£75.9m** on non pay last year

including...

**£20.2m** on Clinical supplies



**£19.5m** on Drugs

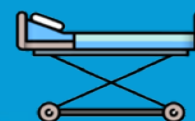
**£7.6m** on our premises

**£5.9m** on general supplies



**£8.7m** on depreciation of our buildings and equipment.

**£7.2m** on Clinical Negligence scheme.



# Capital spend highlights

Over the last year we have invested more than £12.7m in SFT.

- ✓ Medical equipment £1.7m
- ✓ Ward upgrades and improvements £1.9m
- ✓ Building works £2.7m
- ✓ Digital systems & technology £1.5m
- ✓ Electronic patient record £3.6m
- ✓ Ophthalmology department development £1.3m

# Looking ahead: 2017/18 and beyond

- Challenging financial position in 2017/18 and into the future.
- Planned deficit of £7m, which includes delivering £8.5m savings.
- Financial improvement programme launch “Outstanding Every Time”.
- Investing with charity support in maintaining and improving our estate and equipment, including:
  - Additional MRI, upgrades to wards
  - Preparing for major redevelopment



New MRI scanner

# Right Care @ Right Place

Andy Hyett  
Chief Operating Officer

Professional

Responsive

Friendly

# Background

- Site changes being planned to prepare for next winter
- Reduce the number of short term escalation beds in clinical areas
- Stream and manage emergency and elective patients more effectively

# Proposed Changes

- Re-remodelling of medical ward footprint
- Re-remodelling orthopaedic/plastic surgery and burns ward templates
- Expanding our Acute Medical Unit (AMU)
- Introducing a short stay surgical unit
- A new area for ophthalmology outpatients, freeing up space on level 3 to create more ward accommodation



We want to improve the care and experience of our patients and these changes should enable us to:

- Care for patients in the right environment
- Reduce the number of times patients are moved
- Reduce cancellations
- Reduce the impact on areas such as the Day Surgery Unit, the Endoscopy Unit and the Pembroke Suite.

# Project 1

## **July 2017**

- Laverstock Ward merges with Amesbury, Chilmark wards and Burns Unit
- Winterslow Ward moves to former Laverstock Ward
- Farley Stroke Unit moves to former Winterslow Ward

## **Aug – Nov 2017**

- Major refurbishment of former Farley Stroke Unit for expanded AMU

## **Nov – Dec 2017**

- Whiteparish Ward/AMU moves to new AMU
- Breamore Ward moves to former Whiteparish Ward
- Short Stay Surgical Unit created in former Breamore Ward

# Project 2 (dates to be confirmed)

## **Late September**

- Ophthalmology OPD moves to new unit. Operational from 2<sup>nd</sup> October

## **Nov – March 2018(TBC)**

- Major refurbishment of former Ophthalmology OPD L3 for Pembroke Ward/Suite

## **Q4. (TBC)**

- Pembroke Ward and Suite move to new accommodation L3
- Medical Ward created in former Pembroke Ward/Suite L2

The floor plan shows a complex layout of rooms and corridors. Key areas include:

- Central Atrium:** A large open space in the center, featuring a circular staircase and a central elevator shaft.
- Classrooms and Lecture Halls:** Numerous rooms labeled with numbers (e.g., 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894,

**Friendly**



# Ophthalmology Department



Professional

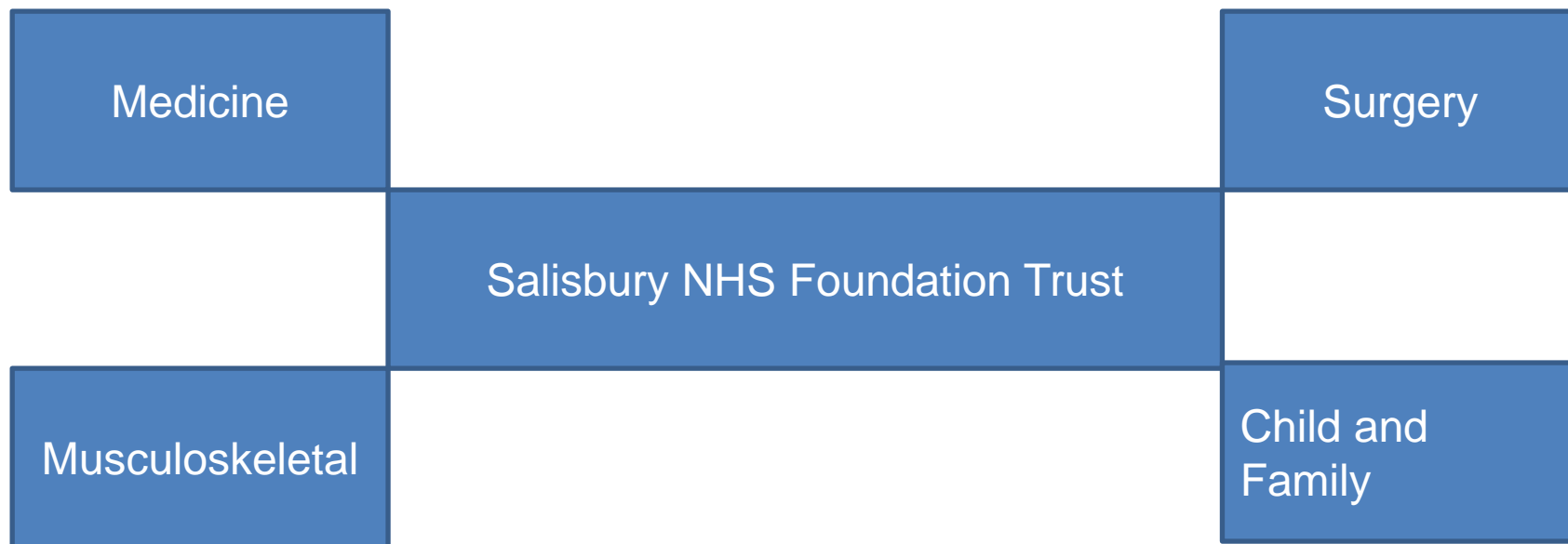
Responsive

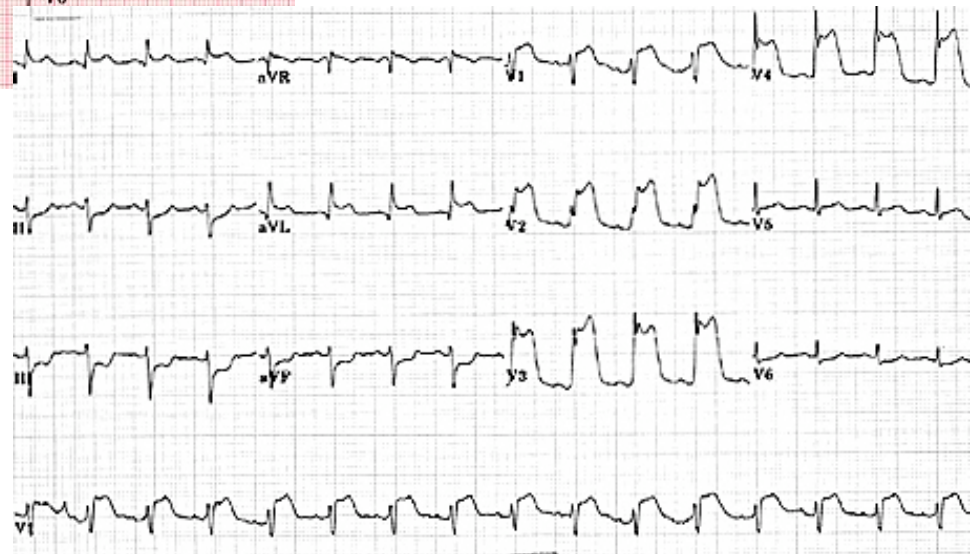
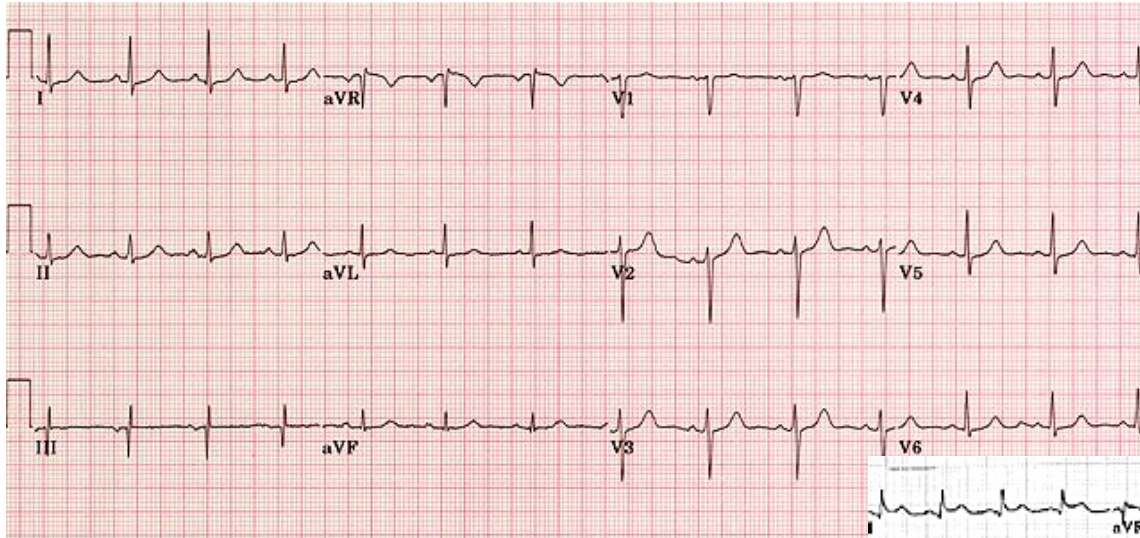
Friendly



# Clinical context

Dr Stuart Henderson  
Consultant Physician and  
Clinical Director for Medicine





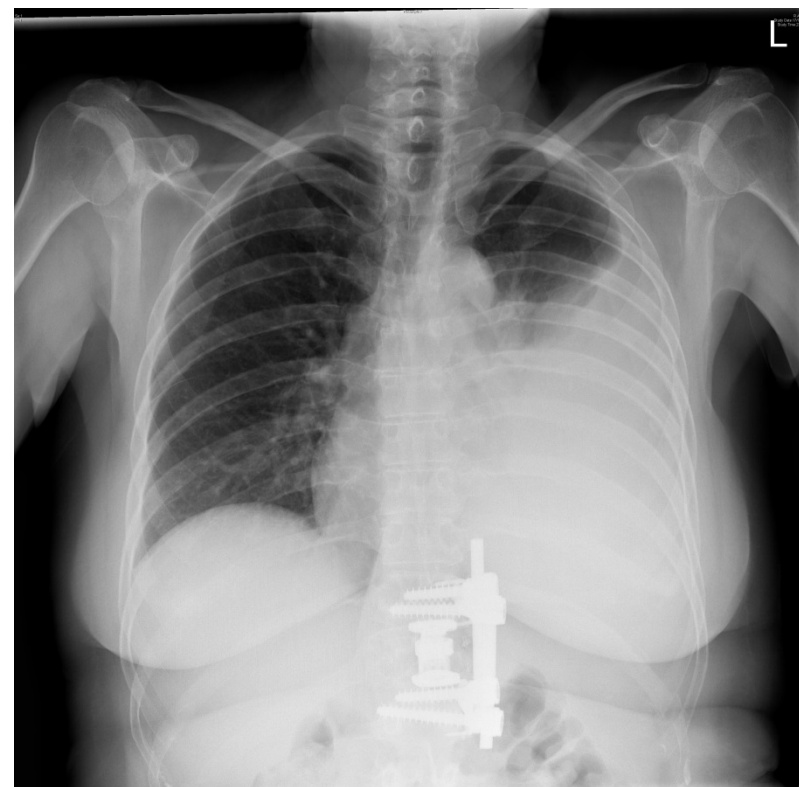
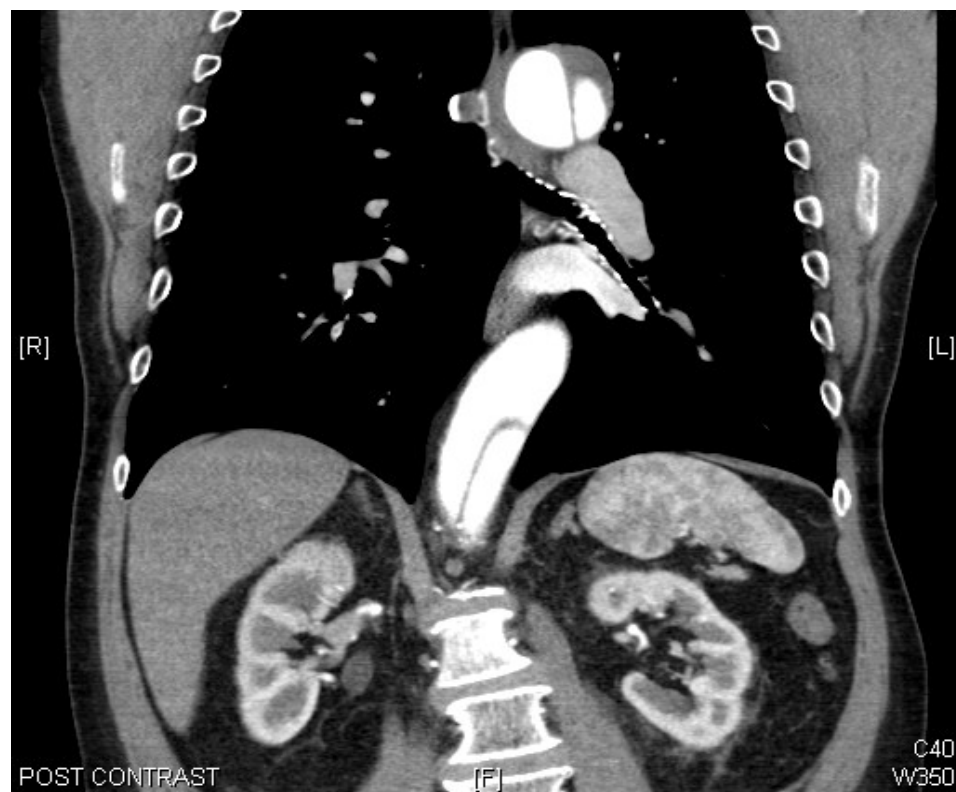
Professional

Responsive

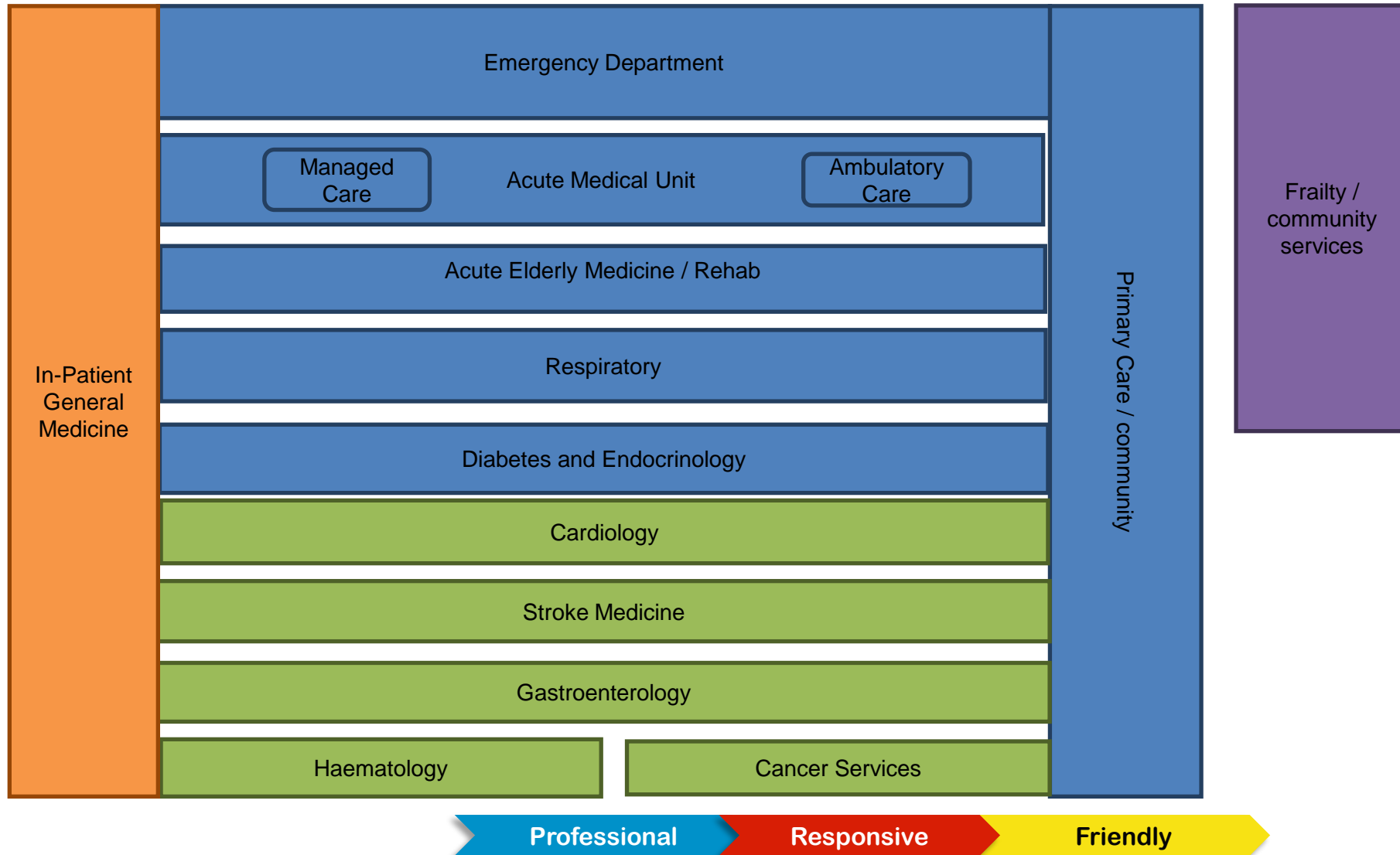
Friendly

**Professional****Responsive****Friendly**





# Medical Directorate



# Bed distribution

Ward / Unit	Approximate Beds (% total capacity)	% of Patients
<b>Acute Medical Unit</b>	20 (10%)	50%
Elderly	50 (25%)	25%
Specialties (gastro / cardio / resp / endo / stroke / haem / oncology)	150 (65%)	25%

- Changing face of medical training
- Length of stay / turnover
- Generalism vs specialism



# Outcome

- Performance at the 'front door' is challenging
- More people are being looked after in the wrong place by the 'wrong' people
- Specialists doing more general work (and less specialist work)
- People are staying longer
- Quality is harder to maintain
- Impact on the wider hospital is enormous

Bigger Porch

More general medicine

Finance

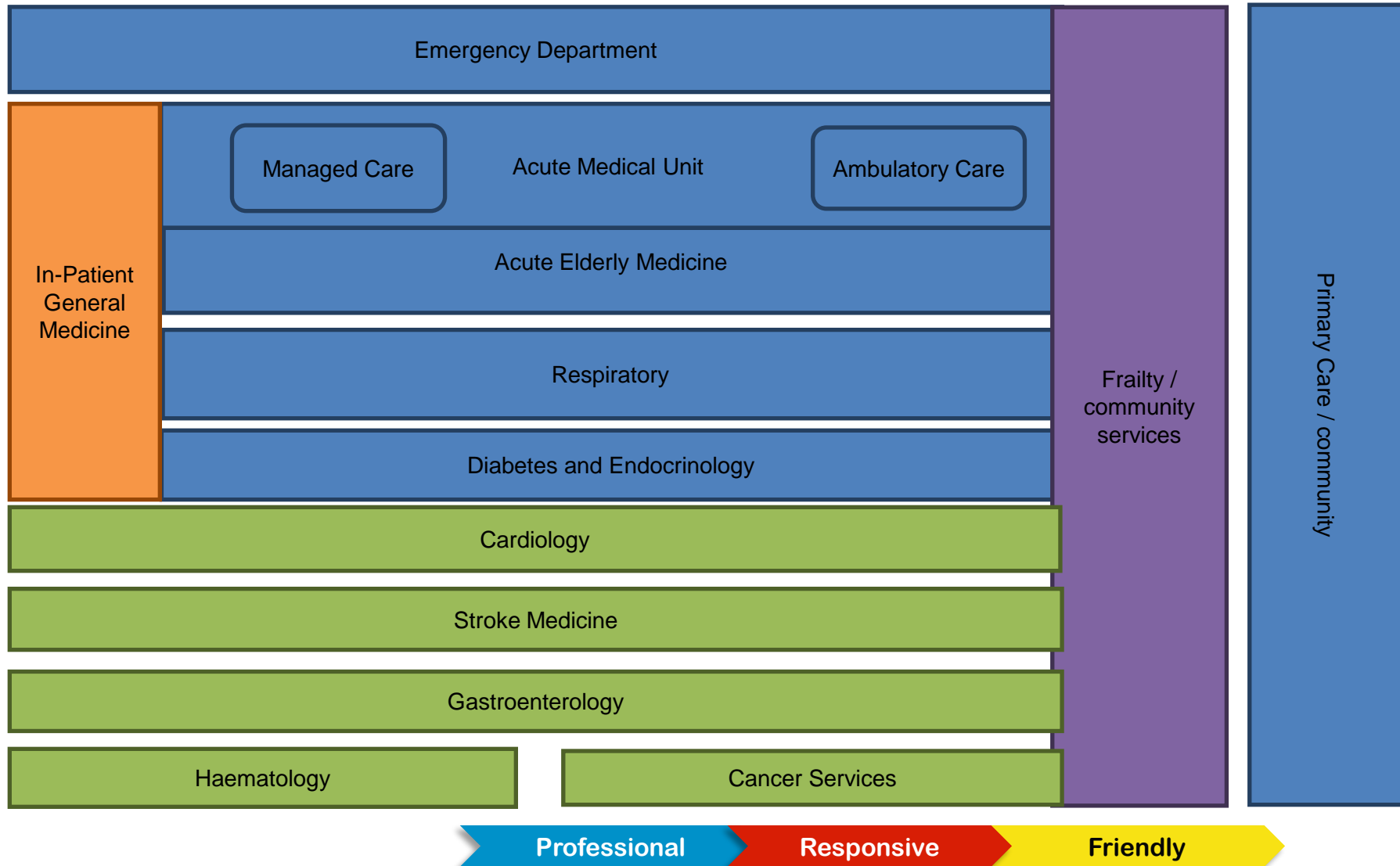
Wider  
service  
impact

Professional

Responsive

Friendly

# Medical Directorate – future Vision



- **Better AMU capacity**
  - Front door streaming
  - Ambulatory care
  - Managed care
  - Co-located Acute Elderly / Frailty Unit
  - Front door access
- **Enhanced General Medical Capacity**
  - More people seen by the right person in the right place
  - Specialists doing more of what only they can do
  - Better care for more people reflecting current and future healthcare needs

# Questions and Answers